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#152
ORR-Evaluation

Martha L. Orr, MN, RN
Executive Director

Constituent of The American Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 458-6371

October 2, 1989

TO: Executive Committee

FROM: Martha L. Orr
Executive Director

The Evaluation Rating Form provides an opportunity for my response to suggestions for continuing development or change. I have therefore completed a brief response to comments in Sections B-H. I would be pleased to discuss these responses with the Committee or Board as appropriate.

I am sincerely pleased for the renewal of my contract and for the Board's approval of my salary increase. I understand that there was some confusion about whether I also receive an automatic annual cost-of-living increase and whether my specialty association expenses are paid by the Association. Please let me assure you that at no time have I ever modified my salary in any respect without explicit written authorization of the Board. There is no automatic annual or other cost-of-living increase.

It is my policy for the Association's professional staff that neither specialty organization dues nor any other expenses for participation in activities of specialty organizations are reimbursed by the Association. Of course I abide by this policy.

I am delighted to accept the renewal of my contract for a period of two years and look forward to the opportunity to continue my work for the Association.

EVALUATION FORMAT
FOR
EXECUTIVE DIRECTOR, NEW YORK STATE NURSES ASSOCIATION

The Executive Committee shall formally evaluate the Executive Director's performance no later than September of each year. Based on that evaluation, the Executive Committee shall report to the Board of Directors in September.

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SECTION I. EVALUATION FORMAT FOR EXECUTIVE DIRECTOR, NYSNA

The Executive Committee shall formally evaluate the Executive Director's performance in September of each year. Based on that evaluation, the Executive Committee shall report to the Board of Directors in Executive Session.

The formal evaluation of the Executive Director shall be conducted as follows:

1. The Executive Committee will provide an opportunity for the Board of Directors to submit input to the Committee. The opportunity for input will be announced at the July board meeting. Input must be submitted to the Executive Committee by August 31.

2. The Executive Director shall have the opportunity to present an oral/written report to the Executive Committee, outlining her goals and outcomes over the preceding year.

3. The Executive Committee shall discuss the Executive Director's performance. This discussion, chaired by the President, shall be focused on the subject matter contained in Parts A. through I. of the Evaluation Rating Form that is Section II of this Board Policy and guided by the "Instructions" that are a preamble to the Evaluation Rating Form.

4. Following this discussion the Executive Director shall be excused from the Executive Committee meeting.

5. The Executive Committee, based on the discussion held while the Executive Director was present, shall develop its evaluation summaries in accordance with the "Instructions" governing the Evaluation Rating Form. This written evaluation shall be shared with the Board of Directors for approval.

6. The President shall then privately advise the Executive Director immediately of the Executive Committee's conclusions and recommendations made in Section III of this Board Policy. The President will give a report of this meeting to the Board of Directors.

7. The Board of Directors shall take such action as it deems appropriate.

CONFIDENTIAL WHEN FILLED OUT

SECTION II. EVALUATING RATING FORM

INSTRUCTIONS: The Executive Director's performance evaluation is divided into six broad categories. Under the chairmanship of the President, the Executive Committee shall address each category and record its narrative conclusions in the "evaluation summary" section and any suggestions the Executive Committee might have for action in the Section entitled "suggestions for continuing development or change." Anything recorded should represent the clear consensus of the Executive Committee. All consensus statements recorded should be as specific and definite as possible, with concrete examples that support the assertions made.

A. General Management

1. Establishes and maintains the Association's headquarters and such other offices of the Association as may be deemed necessary.

2. Establishes and implements any administrative policies or procedures deemed necessary.

3. Selects and is responsible for the work of all consultants to the Association, including legal counsel, financial consultants and auditor, actuary, and such others as may be necessary.

4. Administers the Welfare Plan for Nurses Employed by the Health and Hospitals Corporation, City of New York.

5. Authorizes and assures appropriate litigation on behalf of the Association.

EVALUATION SUMMARY: Ms. Orr has overseen successful management of litigation on behalf of the nursing profession. She has effectively administered the Welfare Plan. A computerized office system has streamlined operation of the association and provided increased member access. Work has begun on the archives project. When completed, this project will be a major contribution to the history of the association.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: _____

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EXECUTIVE DIRECTOR'S RESPONSE: _____

B. Personnel Management

1. Selects, employs, evaluates all staff. Develops job descriptions, establishes standards of performance, and conducts performance evaluations. Assigns and coordinates all staff responsibilities.

2. Negotiates and implements contractual agreements with staff, including any applicable collective bargaining agreements covering staff.

3. Determines all conditions of employment, wages, and benefits of staff.

4. Provides for staff development including programs and continuing education.

EVALUATION SUMMARY: Ms. Orr has sought and employed high caliber staff for program positions. Contracts have been efficiently negotiated with administrative and professional staff with an eye to the economic pressures of the association. Staff productivity has been high.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Analyze high rate of staff turnover. Demonstrate efforts to hire administrative and professional staff that reflect the multi-ethnic membership of the association.

EXECUTIVE DIRECTOR'S RESPONSE: Turnover of staff is, of course, a concern. I have (and will continue to) analyzed the reasons for staff turnover. During the past 24 months, 24 staff (of an average ANNUAL total of 95) have left their positions. Of this number, 16 have resigned for reasons which could be considered avoidable, including promotion, salary increase, and job dissatisfaction. Eight have left for unavoidable reasons, such as relocation, pregnancy , scheduled retirement,

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or family illness). Steps have been taken to address issues of job dissatisfaction and opportunities for advancement. One recurring problem has been that the Association's major competitors for administrative positions are the State of New York, SUNY, and General Electric, all of whom have paid higher salaries. The recently negotiated administrative staff contract should improve this situation.

Staff ethnic composition, in total, appears reasonably satisfactory. Minority staff are 11.6% (11 of 95), not including an additional 10 men. (This is 13% of our professional staff and 9.8% of the administrative staff.) While it is true that most minority staff are in the New York City office, this fact does reflect the composition and geographic location of our membership. The suburban ALBANY location of our headquarters, and the fact that the State of New York is our largest employment competitor in this area, have made it difficult to increase our minority staff upstate. Nonetheless, efforts have been made and will continue to be made to address this concern of the Board.

C. Financial Management

1. Administers all Association business, including financial transactions, grants, and contracts.
2. Assures the timely preparation of Association financial reports, tax returns, annual audit, and other required reports.
3. Insures that all funds, physical assets, and other property of the association are appropriately safeguarded and administered.
4. Prepares the annual budget for approval of the Finance Committee and Board of Directors.
5. Establishes and assures the maintenance of appropriate fiscal controls.

EVALUATION SUMMARY: Effective collaboration with appropriate staff is evident. Appropriate fiscal controls are in place and reports are timely and complete. Ms. Orr has continued to oversee the implementation of a major AIDS education project with NYU.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue exploration of outside resources such as grants and contracts and possible collaboration with volunteers in pursuing such projects.

EXECUTIVE DIRECTOR'S RESPONSE: I routinely screen grant announcements for possible application to NYSNA. The Association is often ineligible for grants because of our 501C(6) tax status. We are preparing our third grant application, and volunteers have been actively involved since we began the process.

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D. Programs Planning and Implementation

1. Plans implementation of and administers Association programs and policies adopted by the Voting Body and/or the Board of Directors.

2. Serves as executive editor of all Association publications.

3. Establishes mechanisms for the review of effectiveness of all program and departments.

EVALUATION SUMMARY: Ms. Orr has utilized effective mechanisms to evaluate needed changes in the legislative program and has acted to implement them through hiring of personnel and introduction of new perspectives. She has established mechanisms to increase the responsibility and accountability of program directors. Many positive changes have occurred in the association's publications.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue to monitor press releases and Report to include photos and content which reflect professionalism and the mission of the association.

EXECUTIVE DIRECTOR'S RESPONSE: I have implemented a process to ensure this oversight.

E. External Relationships

1. Serves as an official Association representative to allied organizations and groups, governmental agencies and bodies, and others with whom the Association has contact.

2. Attends meetings of the American Nurses Association's House of Delegates and Constituent Forum, the Eastern States Regional Executive Council, and other professional groups as necessary and appropriate.

EVALUATION SUMMARY: Improvement has been demonstrated in conduct of relationships with various associations. We look forward to continued development. Ms. Orr has provided successful leadership in the analysis and interpretation of the changes in the structure of ANA and their implications for NYSNA.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue to work on the clear communication of unified association positions when interacting with other organizations.

EXECUTIVE DIRECTOR'S RESPONSE: It is my intent and expectation that clear and unified communication of Association positions will always be evident. I anticipate that consultation and collaborative efforts of all concerned will assure this outcome.

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F. Internal Relationships

1. Provides staff services to the Board of Directors, executive and finance committees, and other special committees of the Board. Recommends policies and procedures to the Board of Directors.

2. Assures provision of appropriate staff services to the Nominating Committee, Bylaws Committee, and other committees related to the Voting Body of the Association.

3. Provides staff services to the Association's delegation to the American Nurses Association.

4. Provides for services to constituent district nurses associations as designated by the Board of Directors and/or Voting Body.

5. Assures provision of appropriate staff services to the District Advisory Council.

6. Assures the provision of necessary staff support services for all organizational units, committees, task forces and other Association activities.

EVALUATION SUMMARY: Ms. Orr provides all necessary staff support and materials to organizational units and committees. Assignment of appropriate staff to volunteer activities has resulted in improved internal relationships and enhanced the association's image.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue to contribute to the ongoing development of leadership skills of volunteers through joint efforts with the president and Board of Directors.

EXECUTIVE DIRECTOR'S RESPONSE: I look forward to developing this initiative in cooperation with the Association's elected leadership.

G. Communications and Interpersonal Relations

1. Promotes an organizational climate facilitative of effective working relationships with staff, members, and the Board of Directors.

2. Provides the Board of Directors and Voting Body with information that is sufficient in substance and clear in format so as to assist in the policy setting and decision-making functions.

EVALUATION SUMMARY: Ms. Orr accepts and implements suggestions of the Board of Directors. Communication between volunteers and staff have improved. She has initiated regular and helpful interim reports of Executive Director activities. Improvement in the development of relaxed communication skills is evident. She has demonstrated an increased willingness to explore distribution of power between the Executive Director and volunteers, and should continue to do so.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue to promote a positive climate for communication and effective working relationships between volunteers and professional staff, particularly in stressful situations.

EXECUTIVE DIRECTOR'S RESPONSE: It is my intent and expectation that a productive, collegial, and positive environment be promoted at all times. I appreciate the Board's concern and sensitivity.

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H. Leadership

1. Serves as a spokesperson for the Association and the profession of nursing.

2. Participates in establishing organization goals and directions in collaboration with the Board of Directors.

EVALUATION SUMMARY: In an oral report, Ms. Orr identified the process for establishing goals and future directions. She has identified the need for increased visibility of the executive director in all programs. She has begun to establish and expand effective networks and working relationships with elected officials and executive directors of other state associations.

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: Continue to develop improved relationships and effective networks.

EXECUTIVE DIRECTOR'S RESPONSE: This must be a priority goal and I invite the Board's suggestions for promoting and developing effective interorganizational networks.

I. Other

Performs such other duties as may be requested by the Board of Directors.

EVALUATION SUMMARY: N/A

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

EXECUTIVE DIRECTOR'S RESPONSE:

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SECTION III. EVALUATION CONCLUSIONS AND RECOMMENDATIONS

In view of the evaluation of the Executive Director described in SECTION II of this Board Policy and conducted by the Executive Committee on September 22, 19 89, the Executive Committee concludes that: Ms. Orr continues to administer the Association efficiently and with increasing expertise. She is consistently accountable and acknowledges the need for further developments of her role as Executive Director. Communication with the Board of Directors has improved and growth has been demonstrated in interpersonal relationships. The Board recommends that efforts be continued to address the issues identified under suggestions for continuing development/change. With respect to the employment of the Executive Director, the Executive Committee recommends and the Board of Directors has approved, renewal of Ms. Orr's contract for a period of two years commencing October 15, 1989 with an increase in salary to $68,500 per annum beginning with the renewal of the contract.

Approved by the NYSNA Board of Directors
January 26, 1989

Juanita B. Hunter, RN, Ed.D.
President

/ker
2/2/89

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Martha L. Orr, MN, RN
Executive Director

Constituent of The American Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

April 25, 1989

TO: Juanita K. Hunter
President

FROM: Martha L. Orr
Executive Director

I remain deeply concerned about our conversations Friday and yesterday related to my participation in the ESREC meeting. In order to be clear, and hopefully, to avoid further conflict around this issue, I would like to summarize our discussion and pose a question or two for further discussion.

As I understand your concern, you feel that in meetings where we are both present, my role in presentation and discussion of issues should be decided between us in advance, and, in general, should be focused on administrative concerns surrounding any given subject. In addition, your preference is for me to reserve my comments or addition until you have initiated/presented the Association's position and called upon me for my input.

I believe that the ESREC meeting provides a good example for us to work from in clarifying my role and your expectations. As you know, we are both designated Association representatives at ESREC meetings. It has been my experience in the past, as it was at this meeting, that all Executive Directors are full participants in those meetings, and that dialogue is open and encouraged from all participants. For example, Evelyn Summers, David Ranck, Barbara Wright, Anne Hargreaves, and Judy Sheehan were all very active participants in this meeting, as were their Presidents.

The issue under discussion at the time was the proposed structure of the Institute of SNA Collective Bargaining Programs. I did raise the issues of concern to me (and to the Board) around the legal issues relating to the North Shore and Beck decisions. As you pointed out, there was extensive discussion following which I was asked by the Chair whether I would write a letter on behalf of ESREC to ANA asking for legal opinions on these issues. Beth Cathcart then asked if that assignment was acceptable to you. I believe that Beth's intention was to confirm with you that you had no objection to me, as NYSNA Executive Director, writing that letter. I truly do not believe that Beth was raising any issue pertaining to my involvement in the meeting.

I think, as we discussed, that there is no issue about whether the concerns I expressed were in accord with the position of the Board of Directors; and, since the subject concerned the collective bargaining programs of SNAs, there was no issue about the appropriateness of my comments.

In retrospect, I agree with you that you could have presented the Board's concerns about the second issue, that of the principle of separation of collective bargaining from the other functions of the Association. However, you did make those points very clear in subsequent discussion; therefore, if I have interpreted your concern correctly, the specific issue is whether I should have taken the lead in this discussion.

This brings me to the questions which I believe may help to clarify this issue:

1. How should the two aspects of my position description describing expectations of me in "External Relationships" and "Leadership" be interpreted and implemented? The latter, for example, specifically states that the Executive Director serves as a spokesperson for the Association and the profession of nursing.

2. Is the participation of the Executive Director in meetings at which the President is also present expected to be limited in some particular way? If so, must this be defined by custom, by preference of the President, by negotiation, or by some other means?

I suggest that we focus on these questions at the next opportunity for us to meet together.

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Catherine A. Welch, Ed.D., RN
Executive Director

Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

CONFIDENTIAL

August 14, 1984

Martha L. Orr, M.N., R.N.
445 East 68th Street, #5E
New York, NY 10021

Dear Ms. Orr:

This shall constitute your contract of employment as Executive Director of the New York State Nurses Association for the period October 15 1984 CFM MO through October 15 1986 CFM MO. Salary will be at the rate of $52,000.00 for the period effective October 15 1984 MO CFM through October 14 1985 MO CFM. There will be a salary review to establish the salary for the period October 15, 1985 MO CFM through October 15, 1986 MO CFM.

The responsibilities of this position, consistent with applicable provisions of the Association's Bylaws and as specified in the attached position description, are to serve as chief executive officer of the New York State Nurses Association and to administer implementation of all programs of the Voting Body and Board of Directors. The Board will support full implementation of the responsibilities and authorities of this position as specified in the attached position description.

You shall be eligible for all current employee benefits specified in the current statement of employee benefits for staff and program positions. A statement of these shall be deemed annexed to this agreement.

During the first twelve months of this agreement at regularly scheduled intervals the President, the President-elect and you shall jointly review implementation of the responsibilities of your position. Additionally, the President, the President-elect and you shall annually jointly review implementation of the responsibilities of this position and shall provide a written report of this review to the Board of Directors.

On or before six months prior to the termination of this agreement the Association and you shall notify each other of our respective intentions regarding your continued appointment to this position. This agreement may otherwise be terminated by the Association or you upon six months prior notice. The Association reserves the right to provide six months salary in lieu of such notice.

This agreement shall inure to the benefits of and shall be binding upon the Association, its successors and all assigns.

Please confirm your understanding and acceptance of the provisions of this document by signing in the space provided below. Kindly retain the copy for your records and return the original to me in the envelope provided.

The Board and I look forward to working closely with you and extend our best wishes for your success and satisfaction in this position.

Sincerely yours,

Cecilia F. Mulvey

Cecilia F. Mulvey, M.S., R.N.
President

Accepted and approved this 28th day of August, 1984.

Martha L. Orr

Martha L. Orr

CFM:wmb

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Martha L. Orr, MN, RN
Executive Director

Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

November 26, 1986

Martha L. Orr, MN, RN
206 Walnut Lane
Slingerlands, NY 12159

Dear Ms. Orr:

The Board of Directors discussed your management of the affairs of NYSNA at the Executive Session of the Board on October 30, 1986. President-elect Hunter and I shared with them aspects of your self-evaluation.

Each member of the Board spoke and there was unanimous approval of your performance as Executive Director.

Some particular remarks follow.

Relationships with staff are particularly strong. You are able to delegate, and staff are accountable for their own program management. Yet you readily accept responsibility, with the example given of the mail ballot, which error was immediately disclosed and corrected. You have also recruited excellent persons as positions have opened.

Appreciation was expressed for improvements in publications, especially meeting of deadlines.

A major strength frequently expressed was your preparation of materials for all meetings, your openness to questions, your ability to get answers and your and the staff's prompt response to any communication from members. District presidents have expressed to the Board how helpful this has been. The Board Policy Manual and the Orientation Manual are outstanding examples of your ability to organize and provide us with the information we need.

Preparation of delegates for the ANA Convention and management of the delegation were also most helpful.

Your management of finances, technology introduction and expansion of services can be subsumed under the statement, "It's run like a business, and that's what we need."

In general, members of the Board congratulate you on your outstanding performance, during a time when difficulties and crises have been the ordinary occurrence. They agree with your own stated future goal of trying to increase our networking with other states, and efforts to exert more influence at the national level.

The Board asks you to accept a three-year reappointment, with a five percent salary increase for this year, the salary to be re-negotiated annually.

On behalf of the Board, I thank you for your splendid leadership during the past year, and express the personal pleasure that it is to work with you.

Sincerely yours,

Ellen M. Burns

Ellen M. Burns, MSN, RN
President

EMB:wmb

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UNIVERSITY AT BUFFALO
STATE UNIVERSITY OF NEW YORK

School of Nursing

DATE:

TO:

FROM:

Martha Orr
Salary up to Nov 88 60,782
" after Oct evaluation increased
4 1/2% to 63,517

Officers which will enhance working relationships
~~Constituent Affairs~~ ED must be ~~[illegible]~~ skilled in ~~[illegible]~~ adapting adaptations to changing relationships

Constituent Affairs
Should improve effectiveness

Community a stance of openness to community

improvement of communications verbal & non-verbal to % openness & sensitivity to grp

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NEW YORK STATE NURSES ASSOCIATION

Memorandum

To: Juanita Hunter
From: Martha Orr

My current salary is $60,782. $63,206 w/o cost of living 4.5%

Martha L. Orr, MN, RN
Executive Director

Constituent of The American Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

October 26, 1987

Martha L. Orr
Executive Director
NYSNA
2113 Western Avenue
Guilderland, NY 12084

Dear Martha:

On behalf of the Board of Directors, I wish to commend you for the business-like and effective way you have managed the affairs of the Association during this past year.

As has been said before, members of the Board are appreciative of the manner in which you are prepared for meetings, your ability to provide or locate detailed information, and the way in which you anticipate our needs.

Several members also spoke with approval of the quality of staff appointments and your good working relationships with staff. Data processing and data retrieval are other obvious strengths.

Dr. Hunter and I shared with the Board your self-appraisal, and there was general agreement that the goals you have set are the correct ones. The Board also recognizes what a difficult year this past one has been, and how diligently you have worked on behalf of the Association.

During the coming year, we would like to see all possible efforts made on the national scene for NYSNA to be viewed as a leadership organization. In addition, while recognizing the many accomplishments of both the legislative and education programs, there is a feeling that both programs will need revitalization.

The Board also wishes to propose a change in the annual evaluation process. It requests that prior to the September Board meeting, you provide the president and president-elect with your self-evaluation, and that they then meet with you in

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M. Orr
October 26, 1987
Page Two

conference. The results of that conference and a suggested salary figure would then be presented to the board at its September meeting.

This year, the Board wishes you to have a 7.2% salary increase. Again, I thank you for your invaluable contributions and many long and extra hours of work.

Sincerely,

Ellen M. Burns

Ellen M. Burns
Immediate Past President

EMB:wmb

Dear Martha - On behalf of the Board of Directors, I wish to commend you for the business like and effective way you have managed the affairs of the Association during this past year.

As has been said before, members of the board are appreciative of the manner in which you are prepared for meetings, your ability to provide or locate detailed information, and the way in which you anticipate our needs.

Several members also spoke with approval of the quality of staff appointments, and your good working relationships with staff. Data processing and data ~~retrieve~~ retrieval are other obvious strengths.

Dr. Hunter and I shared with the board your self-appraisal, and there was general agreement that the goals you have set are the correctones. The Board also recognizes what a difficult year this past one has been, and how diligently you have worked on behalf of the Association

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During the coming year ~~[illegible]~~, we would like to see all possible efforts made on the national scene for NYSM to be viewed as a leadership organization. In addition, while recognizing the many accomplishments of both the legislative and education programs, there is a feeling that both programs need revitalization.

The Board also wishes to propose a change in the annual evaluation process. It requests that prior to the September board meeting, you provide the president and president-elect with your self-evaluation, and that they then meet with you in conference. The results of that conference and a suggested salary figure would then be presented to the Board at its September meeting.

~~[illegible]~~ This year the board wishes you to have a 7.2% salary increase. Again, I thank you for your invaluable contributions and many long and extra hours of work.

Sincerely, [illegible]

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ORR-Evaluation

Martha L. Orr, MN, RN
Executive Director

Constituent of The American Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

October 3, 1988

TO: Juanita K. Hunter, President
Madeline A. Nagle, President-elect

FROM: Martha L. Orr
Executive Director

RE: Annual Performance Appraisal

In order to facilitate your review of my implementation of the responsibilities of the Executive Director, I am providing the following information. As in the past, I have organized this material according to the current description of my responsibilities and functions as described in my position description.

ADMINISTRATION:

During the past year I have continued to focus on specific projects designed to strengthen the internal administration of the Association. A brief progress report on several specific areas of my administrative responsibility follows:

a. Selection and employment of staff

The Association employs approximately 90 persons, of which about 50 are professional nurses. Revised and standardized position descriptions have now been completed for all staff.

During the past year, eight professional staff and ten administrative staff have left the Association and been replaced, including two program directors and one department head. Although the circumstances of these resignations were particularly difficult, I am confident that staff morale has been restored and that there are no residual problems.

A performance appraisal system has been established and implemented for all staff.

b. Salary and benefits administration

A structured wage scale has been put in place for all staff. We are in the second year of a two-year contract with the Communication Workers of America, which represents non-managerial administrative staff.

I also administer the Association's pension plan for our employees, including administrative management of the investments.

c. Office Automation

I have completed all planned projects for the integration of word processing, desktop publishing, and data analysis functions throughout the Association's programs and departments. Staff are particularly pleased with their improved efficiency in this area.

d. Staff development:

All professional and administrative staff have been provided opportunities for staff development. A needs assessment for this education was completed in the past year, and served as the basis for planned continuing education programs (on site). In addition, budgeted staff development funds have been expended for staff attendance at externally offered programs. (Approximately 30% of the professional staff and 20% of the administrative staff have participated in external programs.)

During the past year my own professional development was assisted by attendance at: (1) International Association of Benefits Funds conference on the administration of public sector benefit plans; (2) American Society of Association Executives workshop on volunteer-staff relationships; (3) ANA Executive Directors workshop.

PROGRAM AND DEPARTMENTAL OPERATIONS:

The activities of the Programs and Departments are regularly reported to you during meetings of the Board of Directors. For that reason, I will highlight only those areas which have been newly structured in the past year or which required a particular involvement on my part.

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1. Communications/Publications/Public Relations

I have completed my initial plans for the development of this department. The department was restructured and two new positions added (a staff writer and a graphics artist/layout editor). The assessment of needed improvements in quality, frequency, and timeliness of all publications was completed and recommendations implemented. I am pleased to report that the publication schedule has been met. The improvements in quality of our publications have been noted by many members.

2. Data Processing

We have completed the implementation of all planned applications of our main-frame and PC equipment with the exception of our contract analysis project (which is nearing completion).

3. Records Management

In the past year we have completed the initial phase of the records management project. All Association records have been inventoried, cataloged, and stored for access. Offsite storage of more than one hundred boxes of records has been obtained.

4. Nursing Education

Program implementation of the Arden House Consortium on Recruitment and Retention is nearing completion. Orientation of a new program director and the formulation of program objectives is now underway.

5. Nursing Practice and Services

The first year of our three year sub-contract with NYU for the implementation of grant-funded AIDS education has been completed. Litigation concerning the LPN IV regulations was begun and is still in progress. Two new Associate Directors of the program were employed.

6. Legislative Program

I have begun an assessment of the effectiveness of the Legislative program and a redesign of program operations. A new Program Director and Associate Director have been appointed. Extensive participation in legislative and health department hearings required major program input.

BOARD RELATIONS:

I have continued to staff the following organizational units: Executive Committee and Ad hoc Committees of the Board, By-laws Committee, Nominating Committee, Finance Committee, District Advisory Committee, Awards Committee.

I have responded to the Board's concerns regarding staff/board roles and have successfully dealt with any residual concerns of the staff. I look forward to continuing to clarify any remaining concerns of the Board.

CONSTITUENT AFFAIRS/EXTERNAL RELATIONS:

I am Administrator of the Welfare Plan for Nurses Employed by the Health and Hospitals Corporation, City of New York. In this capacity, I am staff to the Board of Trustees, which meets quarterly, and administer all benefits programs. This fund provides approximately $5 million in benefits annually.

I serve as a member of the Board of Directors of the New York State Public Health Association and have recently been nominated to the Board of Directors of the Public Employee Conference.

I have attended meetings of ESREC and the ANA Constituent Forum. I have recently completed my term as a member of the ANA/SNA Business Arrangements Task Force and have been appointed to the program committee for the Executive Directors' Workshop.

I have represented the Association at several meetings and ceremonial events, although this responsibility has largely been performed by the President and Board of Directors in the past year.

MISCELLANEOUS:

During the past year I submitted two papers regarding the nursing shortage: (1) The Medical Herald; (2) AHHRA News, a publication of the Association of Healthcare Human Resources Administrators of Greater New York (with Jessie Colin).

I presented papers to the 29th Annual Educational Institute of the Health Care Financial Management Association and the 1st Nursing Symposium of SUNY/HSCB.

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GOALS:

I expect to develop goals for the coming year in the context of my continuing dialogue with the Board concerning my revised position description and performance appraisal. I would like to defer further statement of my goals until that process has been completed, the Association's status as a constituent member of ANA is known, and the financial resource base of the Association is certain.

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

October 13, 1988

To: Board of Directors

From: President and President Elect

Re: Executive Director Evaluation

The President and President-Elect have reviewed the implementation of the responsibilities of the Executive Director. This review has included the Annual Performance Appraisal submitted by the Executive Director. In accordance with NYSNA policy the President and President Elect have conferred in the development of this evaluation. The board of directors will now review, discuss and act upon this evaluation. The final report will be written by the President and discussed with the Executive Director by the President and President-elect.

The following comments are categorized by the categories described in the position description: Administration, Program and Department Operations, Communications, Legislative Programs, Constituent Affairs, External Relations.

Administration

Ms. Orr is to be commended for her ongoing efforts to refine office procedures (such as data processing, records management and word processing, implementation of job descriptions and an evaluation process for all professional staff). The organizational structure which is now in effect places complete programmatic responsibilities within departments. This structure increases autonomy of staff but may be problematic to members who seek to access information quickly. The process of delegation of authority is not always clear. These lines and networks should be outlined and understood by volunteers. There is within this structure a tendency toward a lack of communication/coordination between department efforts as well as uneven output between departments (i.e. nursing practice and nursing education). The circumstances under which two key department heads left their positions are still questioned. This has produced an uneasy climate within the organization and has given rise to many unfounded rumors. The Executive Director has been aware of those rumors.

Program and Departmental Operations

Program and Departmental Operations have undergone major changes within the year, some planned and others unanticipated.

1. Communications/Publications/Public Relations
   The response of membership to the improved quality of the publications has indeed been mostly positive. Of concern is the lack of input from volunteers in the decision making process related to development of materials intended for mass distribution. A specific example is the

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Nurses Week Poster. The responses to media inquiries regarding controversies around current professional issues at times raises the concern of non-nurse input into those responses. The flow of accurate timely communication to membership and the external community is always a challenge.

Nursing Education

The major output from this department has been the implementation of the Nursing Education Sub-committee of the Arden House Consortium. The work of the Council on Nursing Education on differentiation of the roles between baccalaureate and associate degree graduates was the second major output of this department. Within the year problem areas developed related to the role of BOD, staff and the Council in the development of official documents and the process to effectively resolve those conflicts. Clearly, the executive director should have exerted leadership in these situations. Implementation of the AIDS Grant was problematic as NYSNA was not the grantee. Complaints were received from occupational nurses and the New York State Occupational Health Nurses about the quality of the programs.

Legislative Program

The executive director recognizes the need to assess the effectiveness of the Legislative Program. The lack of a concerted, timely and coordinated effort to address the nurse practitioner legislation is clear evidence of programmatic, structural and management issues. Examples of additional concerns of members have been identified as (1) lack of coordination between NYSNA staff and DNA legislative committees, (2) insufficient and tardy information to districts regarding status of specific legislation, (3) poor image of NYSNA in legislature, (4) lack of updated information on leg line.

It will be imperative that positive, pro-active efforts be quickly and swiftly initiated in the 1988-89 legislative session to alter this image problem.

Board Relations

The Executive Director effectively and efficiently provides staff assistance to major board committees. Minutes are accurate, actions are tracked and implemented and advice is given within meetings when requested and appropriate. There are however specific concerns which must be addressed. The professional relationships of the executive director to individual members of the board should be more clearly delineated from social relationships and alliances. Secondly, the balance of power between staff and volunteer officers has been problematic and could be addressed more creatively. For example, congratulatory letters to nurses should be sent under the signature of the executive director and the president, not just one letter from the executive director nor two letters from executive director and president. A joint letter would eliminate the separation of the staff/volunteer relationships.

The executive director can be an effective gatekeeper in maintaining the delicate relationship between staff and board. This gatekeeping role should include keeping check on personal biases, rumor control and monitoring

professional communications. The executive director must recognize the importance of her role in setting the tone for professional communications.

The decision making role of the Board of Directors is key to effective organizational output. The role of the executive director is to support that decision making role. Timely communication regarding the board's official decisions should continue to receive increased attention and speed of responsiveness. The board could assist in this process by affixing time frames to important actions.

A final area to be addressed within this category is the role relationship of the executive director to the president. Effective working relationships are key to a strong association. Problem areas have evolved and may be due to lack of a clearly delineated role for the president. Suggestions for improving these relationships are a job description for the president and more shared governance. Also when problems do arise the utilization of accepted steps to resolve conflicts should be utilized by the executive director.

Constituent Affairs/External Relations

The executive director has a responsibility to project a positive image of competence and confidence when representing the association in the nursing and total community. A positive image is key to the outcome of the numerous meetings and ceremonial events which are a normal part of the executive director's role. While the executive director has noted that representation at meetings has largely been performed by the president and Board of Directors in the past year, the perception of this occurrence by the executive director may need exploration.

Additionally the executive director should maintain positive working relationships with other nursing organizations and community groups. This area needs more careful attention and positive action. Non-verbal communication of uneasiness with opposite views blocks communication and the opportunity for open dialogue around dissenting viewpoints.

In summary, the executive director continues to manage the affairs of the association well in these critical, challenging times. She has the potential to continue to grow and develop in this role. Open and honest attention to the areas needing improvement by the board and the executive director will facilitate that maturation process.

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THE NEW YORK STATE NURSES ASSOCIATION

POSITION DESCRIPTION

Title: EXECUTIVE DIRECTOR

Purpose:

Serves as chief executive officer of The New York State Nurses Association, responsible for implementation of all programs of the Association within the policies adopted by the voting body and Board of Directors.

Relationships:

Is employed by the Board of Directors and is responsible to the Board of Directors. Is responsible for all staff employed by the Association. In working relationships is directly responsible for the direction and guidance of the deputy directors.

Qualifications:

1) Education

a) license and current registration to practice as a registered professional nurse in New York State;
b) master's degree in nursing required, earned doctorate preferred.

2) Experience

a) record of progressive and varied experience in nursing;
b) experience directing work of others.

3) Personal Characteristics

a) demonstrated ability to communicate effectively with individuals and groups;
b) demonstrated leadership skills;
c) demonstrated ability to make and implement decisions
d) demonstrated social and personal presence;
e) good mental and physical health.

Responsibilities and Functions:

1) Responsible for implementation of all Association programs and policies adopted by the voting body and Board of Directors;
2) Serves as official representative of the Association to other allied organizations and groups, governmental agencies and bodies and others with whom the Association has contact;
3) Administers to the Board of Directors, executive and finance committees and any special committee of the Board;
4) Selects and employs all staff, in accord with policies authorized by Board of Directors;
5) Serves as resource to staff and overall coordinator of programs;
6) Selects and is responsible for work of all consultants, e.g., legal, financial, public relations, in accord with policies authorized by the Board of Directors;
7) Serves as executive editor of all publications of the Association;
8) Administers all Association business, including all financial transactions, maintenance of physical plant, etc.;
9) Provides for field service to constituent associations and others;
10) Provides for professional development of staff.

EC:CAW:wmb
2/84
BOD:CAW:wmb / 8-84

Cathryne A. Welch, Ed.D., RN
Executive Director

Constituent of The American Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

CONFIDENTIAL

August 14, 1984

Martha L. Orr, M.N., R.N.
445 East 68th Street, #5E
New York, NY 10021

Dear Ms. Orr:

This shall constitute your contract of employment as Executive Director of the New York State Nurses Association for the period October 15 1984 -MO CFM through October 15 1986 CFM MO Salary will be at the rate of $52,000.00 for the period effective October 16 1984 MO CFM through October 14 1985 MO CFM There will be a salary review to establish the salary for the period October 15, 1985 MO CFM through October 15, 1986 MO CFM

The responsibilities of this position, consistent with applicable provisions of the Association's Bylaws and as specified in the attached position description, are to serve as chief executive officer of the New York State Nurses Association and to administer implementation of all programs of the Voting Body and Board of Directors. The Board will support full implementation of the responsibilities and authorities of this position as specified in the attached position description.

You shall be eligible for all current employee benefits specified in the current statement of employee benefits for staff and program positions. A statement of these shall be deemed annexed to this agreement.

During the first twelve months of this agreement at regularly scheduled intervals the President, the President-elect and you shall jointly review implementation of the responsibilities of your position. Additionally, the President, the President-elect and you shall annually jointly review implementation of the responsibilities of this position and shall provide a written report of this review to the Board of Directors.

On or before six months prior to the termination of this agreement the Association and you shall notify each other of our respective intentions regarding your continued appointment to this position. This agreement may otherwise be terminated by the Association or you upon six months prior notice. The Association reserves the right to provide six months salary in lieu of such notice.

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This agreement shall inure to the benefits of and shall be binding upon the Association, its successors and all assigns.

Please confirm your understanding and acceptance of the provisions of this document by signing in the space provided below. Kindly retain the copy for your records and return the original to me in the envelope provided.

The Board and I look forward to working closely with you and extend our best wishes for your success and satisfaction in this position.

Sincerely yours,

Cecilia F. Mulvey

Cecilia F. Mulvey, M.S., R.N.
President

Accepted and approved this 28th day of August, 1984.

Martha L. Orr
Martha L. Orr

CFM:wmb

December 2, 1986

Ellen M. Burns, MSN, RN
6 Northampton Court, Apt. G
Amsterdam, NY 12010

Dear Ms. Burns:

I am tremendously pleased that the Board of Directors asked that I renew my contract for a three-year period, October 15, 1986 to October 14, 1989. I have enjoyed my work with the Association immensely, and feel that though there is much more that I would like to accomplish, I have made progress toward the goals we mutually established over the past two years.

Please convey to the Board my deeply felt gratitude for the "vote of confidence" and my sincere appreciation for the positive evaluation.

Sincerely yours,

Martha L. Orr, MN, RN
Executive Director

MLO/lm

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Martha L. Orr, MN, RN
Executive Director

Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

November 26, 1986

Martha L. Orr, MN, RN
206 Walnut Lane
Slingerlands, NY 12159

Dear Ms. Orr:

The Board of Directors discussed your management of the affairs of NYSNA at the Executive Session of the Board on October 30, 1986. President-elect Hunter and I shared with them aspects of your self-evaluation.

Each member of the Board spoke and there was unanimous approval of your performance as Executive Director.

Some particular remarks follow.

Relationships with staff are particularly strong. You are able to delegate, and staff are accountable for their own program management. Yet you readily accept responsibility, with the example given of the mail ballot, which error was immediately disclosed and corrected. You have also recruited excellent persons as positions have opened.

Appreciation was expressed for improvements in publications, especially meeting of deadlines.

A major strength frequently expressed was your preparation of materials for all meetings, your openness to questions, your ability to get answers and your and the staff's prompt response to any communication from members. District presidents have expressed to the Board how helpful this has been. The Board Policy Manual and the Orientation Manual are outstanding examples of your ability to organize and provide us with the information we need.

Preparation of delegates for the ANA Convention and management of the delegation were also most helpful.

Your management of finances, technology introduction and expansion of services can be subsumed under the statement, "It's run like a business, and that's what we need."

In general, members of the Board congratulate you on your outstanding performance, during a time when difficulties and crises have been the ordinary occurrence. They agree with your own stated future goal of trying to increase our networking with other states, and efforts to exert more influence at the national level.

The Board asks you to accept a three-year reappointment, with a five percent salary increase for this year, the salary to be re-negotiated annually.

On behalf of the Board, I thank you for your splendid leadership during the past year, and express the personal pleasure that it is to work with you.

Sincerely yours,

Ellen M. Burns

Ellen M. Burns, MSN, RN
President

EMB:wmb

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Confidential

AMERICAN NURSES' ASSOCIATION

SNA EXECUTIVE DIRECTOR SALARY SURVEY RESULTS
August, 1988

SUMMARY STATISTICS

	Executive Directors' Salaries (EDS)	Budget (B)	Staff Size (SS)
Number of cases:	40	40	38
Mean:	$35,322	$726,002	10.1
Median:	$36,000	$235,000	3.5
Standard Deviation:	$15,182	$1,394,172	18.1

STAFF SIZE	MEAN SALARY	MEDIAN SALARY	25% POINT SALARY	75% POINT SALARY	NUMBER OF REPORTS
.5 - 2	24,066	24,480	15,206	31,000	12
3 - 4	33,999	34,470	29,000	36,125	12
5 - 9	44,004	43,846	39,500	46,800	6
10 +	57,711	54,500	50,000	64,000	7

BUDGET	MEAN SALARY	MEDIAN SALARY	25% POINT SALARY	75% POINT SALARY	NUMBER OF REPORTS
< $99,999	15,771	15,391	12,500	16,000	8
100,000 - 199,999	29,410	31,000	25,000	34,941	9
200,000 - 299,999	35,561	36,125	29,300	38,220	9
300,000 - 999,999	42,504	41,693	38,429	46,800	5
1,000,000 +	55,435	53,250	47,696	60,782	8

RELATIONSHIPS AMONG VARIABLES

EDS: Executive Director's salaries
B: Budget
SS: Staff size

Linear correlation

r between EDS and B = .71
r between EDS and SS = .72
r between B and SS = .99

Non-linear correlation

r between EDS and B = .93
r between EDS and SS = .90

NON-CASH COMPENSATION SUMMARY

	Non-Contributory	Contributory
Medical Insurance	20	8
Dental Insurance	10	2
Vision Insurance	2	1
Short Term Disability	6	0
Long Term Disability	7	1
Group Term Life Insurance	12	2
Accidental Death/Dismemberment	7	0
Liability Insurance	4	0
Travel Accident Coverage	11	0
Pension Plan	15	2
401(k)	5	0
Educational Assistance	14	2
Parking	11	1

Other
- Expenses - 1
- Travel - 1
- Car - 1
- Prescriptions - 1
- ASAE - 1
- ANA - 1
- Vacation - 1
- Mainland Representation - 1

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DEFINITIONS

Mean Salary: The mean salary is also known as the simple average, and is defined as the sum of all salaries divided by the number of salaries reported.

Median Salary: The median is the value that half of the salaries are above and half of the salaries are below.

25% Point: This value is known as the 25th percentile. 25% of the salaries reported in the survey are less than this value and 75% are above this value.

75% Point: This value is known as the 75th percentile. 75% of the salaries reported in the survey are less than this value and 25% are above this value.

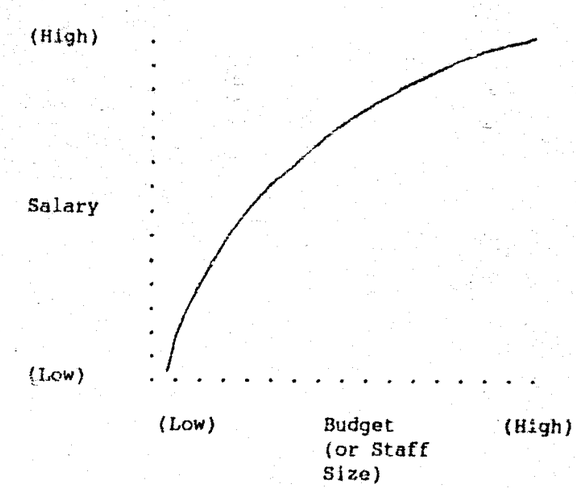
Standard Deviation: This value represents the "average" distance between each data point and the mean.

r: This value indicates how close the relationship is between two variables, e.g. budget and executive directors salaries, or staff size and executive director's salaries.

Linear correlation: When we plot data points on a graph, the line of best fit through the data points is a straight line.

Non-linear correlation: When we plot data points on a graph, the line of best fit through the data points is not a straight line.

FIGURE DEPICTING RELATIONSHIP BETWEEN SALARY AND BUDGET OR SALARY AND STAFF SIZE



NARRATIVE

As we can see from the graph, the functional form of the relationship between salary and budget (or salary and staff size) is non-linear. This means that as budget (or staff size) increases, salary also increases. However, the increase in salary is greater at lower budget levels, and the increase in salary is less at higher budget levels. In other words, salaries increase steadily beginning at the lower budget levels, but plateau at the higher budget levels.

Because there is an almost perfect relationship between budget and staff size, as we notice with an 'r' of .99, the relationship between salary and budget and salary and staff size are almost identical. That is to say that either budget or staff size can be used to predict salaries.

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1987 ASSOCIATION EXECUTIVE COMPENSATION STUDY

Published by:
The American Society
of Association Executives
Washington, DC

TABLE I BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION BUDGET
POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	156	$ 39,200 (41,400)	$ 38,300 (40,000)	$ 30,000 (32,000)	$ 45,000 (48,000)
$200,001-$300,000	127	47,500 (51,200)	45,000 (47,000)	37,500 (40,000)	56,000 (59,000)
$300,001-$500,000	182	58,200 (61,500)	52,000 (55,000)	43,000 (45,900)	64,300 (69,500)
$500,001-$750,000	124	61,100 (64,400)	58,800 (60,400)	47,400 (50,000)	70,000 (72,000)
$750,001-$1,000,000	93	71,300 (76,300)	68,100 (72,000)	54,500 (56,400)	83,800 (91,400)
$1,000,001-$2,500,000	226	83,200 (90,800)	80,300 (88,000)	63,400 (68,600)	100,000 (107,000)
$2,500,001-$5,000,000	85	109,600 (117,800)	105,000 (110,000)	80,000 (88,800)	136,300 (142,500)
$5,000,001-$10,000,000	34	120,700 (130,100)	103,300 (111,000)	73,400 (82,500)	171,300 (175,000)
Over $10,000,000	39	165,300 (174,200)	155,000 (163,000)	116,000 (120,000)	198,000 (220,000)
PROFESSIONAL SOCIETIES					
$200,000 or less	80	$ 35,700 (36,800)	$ 32,000 (33,000)	$ 27,000 (28,000)	$ 39,700 (40,000)
$200,001-$300,000	67	39,100 (40,500)	36,000 (37,100)	31,200 (31,800)	44,500 (45,800)
$300,001-$500,000	127	43,000 (45,300)	41,700 (42,600)	35,000 (36,000)	50,000 (52,000)
$500,001-$750,000	87	53,600 (56,800)	51,000 (53,200)	45,800 (47,000)	60,000 (62,000)
$750,001-$1,000,000	51	56,600 (58,800)	56,000 (57,000)	46,000 (46,000)	65,000 (66,000)
$1,000,001-$2,500,000	158	64,900 (68,300)	63,800 (66,000)	53,000 (55,000)	75,000 (77,100)
$2,500,001-$5,000,000	80	80,600 (84,500)	75,500 (77,800)	65,000 (65,100)	90,000 (95,800)
$5,000,001-$10,000,000	54	100,700 (112,000)	100,000 (106,700)	80,200 (84,400)	118,500 (123,800)
Over $10,000,000	44	124,000 (129,800)	125,000 (135,000)	97,500 (101,300)	146,500 (154,700)

IMPORTANT NOTE: Includes associations of all types and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

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TABLE 3 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION SCOPE
POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

Association Scope	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	401	$ 91,100 (97,300)	$ 80,900 (85,000)	$ 60,000 (61,700)	$108,000 (117,300)
State/Regional	515	59,300 (63,400)	54,000 (56,000)	42,500 (45,000)	72,000 (77,000)
Local	155	56,400 (61,800)	46,500 (50,000)	36,000 (38,700)	62,400 (70,700)
PROFESSIONAL SOCIETIES					
National	352	$ 74,100 (78,200)	$ 65,100 (68,000)	$ 50,000 (50,000)	$ 90,000 (97,400)
State/Regional	272	52,400 (55,400)	50,000 (51,700)	36,000 (37,200)	63,800 (66,800)
Local	133	46,000 (48,400)	42,000 (43,000)	34,000 (34,300)	55,000 (60,000)
DEPUTY CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	280	$ 59,800 (61,600)	$ 52,500 (54,500)	$ 40,000 (40,900)	$ 71,000 (74,000)
State/Regional	288	43,100 (45,000)	38,000 (39,800)	30,000 (31,000)	50,400 (55,100)
Local	79	38,400 (39,900)	35,000 (36,000)	26,000 (28,900)	44,200 (44,200)
PROFESSIONAL SOCIETIES					
National	231	$ 55,100 (56,300)	$ 50,000 (50,000)	$ 34,500 (35,000)	$ 70,000 (70,900)
State/Regional	136	39,900 (40,900)	36,000 (36,200)	28,200 (28,500)	48,400 (49,900)
Local	57	35,600 (36,700)	30,800 (32,900)	28,000 (28,600)	39,700 (42,100)

IMPORTANT NOTE: Includes associations of all budget sizes and of all types. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 4 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION TYPE
POSITION: CHIEF PAID EXECUTIVE

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	163	$ 89,000 (95,700)	$ 75,900 (82,800)	$ 58,000 (60,000)	$105,000 (116,000)
Agricultural or Food Processing	66	74,900 (78,700)	62,400 (63,900)	44,000 (45,000)	92,300 (98,100)
Financial and Banking	73	82,300 (85,400)	70,000 (72,900)	52,300 (55,500)	101,000 (105,000)
Insurance	32	89,700 (95,500)	64,800 (70,000)	50,700 (54,000)	83,000 (97,100)
Health Care	79	69,200 (73,000)	60,000 (62,500)	47,500 (48,000)	89,300 (93,000)
Construction	160	54,700 (59,900)	47,500 (50,500)	38,000 (40,700)	60,000 (65,800)
Transportation	31	59,700 (65,700)	52,000 (55,700)	37,500 (39,000)	72,000 (77,000)
Wholesale or Retail	116	70,800 (77,000)	60,000 (64,300)	45,000 (48,800)	85,000 (94,500)
Service Industries	92	63,100 (66,700)	55,000 (60,000)	41,100 (43,500)	76,000 (84,500)
Other	266	67,600 (72,600)	61,900 (65,100)	44,900 (45,500)	85,000 (92,100)
TOTAL TRADE ASSOCIATIONS	1078	70,900 (75,900)	60,000 (64,000)	45,000 (47,000)	85,000 (91,700)
PROFESSIONAL SOCIETIES					
Legal	53	$ 60,000 (62,300)	$ 56,000 (60,000)	$ 39,700 (42,300)	$ 80,500 (71,600)
Medical	143	65,900 (70,700)	60,000 (63,500)	40,000 (42,000)	83,000 (94,000)
Pharmacy	12	59,500 (64,000)	49,800 (52,100)	*	*
Educational	125	58,700 (62,600)	54,400 (57,000)	39,500 (41,800)	69,500 (77,900)
Business	25	70,700 (73,900)	66,000 (70,500)	46,000 (47,000)	87,000 (89,000)
Insurance	24	57,200 (62,100)	42,200 (42,600)	29,200 (32,400)	58,600 (68,000)
Real Estate	93	49,400 (51,500)	45,900 (47,000)	35,000 (36,700)	61,500 (62,800)
Technical	57	82,800 (87,200)	75,000 (75,600)	58,500 (60,000)	108,000 (116,500)
Fraternal, Recreational, or Charitable	32	59,300 (60,500)	47,900 (49,500)	36,500 (36,500)	57,100 (59,000)
Other	198	59,100 (61,800)	53,500 (55,700)	39,300 (39,900)	72,000 (76,000)
TOTAL PROFESSIONAL SOCIETIES	762	61,300 (64,700)	55,000 (57,000)	39,800 (40,200)	75,000 (77,800)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

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TABLE 6 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION STAFF SIZE

POSITION: CHIEF PAID EXECUTIVE

Association Staff Size	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
1–5	473	$ 50,400 (54,000)	$ 45,600 (48,200)	$ 37,000 (39,600)	$ 59,500 (62,000)
6–10	242	64,900 (69,500)	60,000 (65,000)	49,700 (50,600)	76,100 (83,100)
11–20	158	83,200 (89,100)	80,000 (85,500)	62,700 (68,200)	100,000 (105,000)
21–50	111	105,400 (113,700)	96,000 (105,000)	75,000 (79,800)	122,000 (135,000)
51–100	45	123,900 (133,400)	110,000 (120,000)	90,500 (100,000)	167,500 (175,000)
Over 100	30	164,700 (173,100)	150,000 (157,600)	116,400 (121,000)	192,000 (223,800)
PROFESSIONAL SOCIETIES					
1–5	277	$ 41,100 (43,200)	$ 38,000 (40,000)	$ 31,500 (32,500)	$ 48,900 (50,000)
6–10	145	53,500 (56,400)	50,700 (53,600)	42,000 (42,900)	63,000 (65,500)
11–20	125	65,300 (68,200)	60,500 (65,000)	52,200 (54,900)	75,700 (77,300)
21–50	99	76,800 (82,000)	73,000 (76,100)	64,900 (65,000)	87,300 (95,000)
51–100	64	96,700 (103,700)	90,000 (99,000)	75,200 (76,200)	117,300 (122,900)
Over 100	45	116,200 (121,700)	120,000 (120,000)	84,800 (87,400)	146,000 (157,500)

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 8 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY GEOGRAPHIC LOCATION

POSITION: CHIEF PAID EXECUTIVE

Geographic Location	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	22	$ 64,000 (74,600)	$ 57,000 (69,100)	$ 45,000 (48,000)	$ 76,400 (86,100)
Middle Atlantic	51	70,300 (75,400)	66,000 (68,000)	46,000 (46,000)	90,000 (100,000)
East North Central	88	70,100 (75,300)	62,860 (69,200)	41,600 (45,000)	84,500 (89,000)
West North Central	49	60,500 (65,900)	50,400 (58,300)	42,300 (44,500)	70,800 (75,500)
South Atlantic	134	92,500 (97,500)	80,000 (84,100)	50,000 (53,000)	116,200 (120,300)
East South Central	22	55,900 (60,600)	49,500 (56,000)	35,800 (41,900)	75,000 (81,500)
West South Central	35	67,300 (73,600)	62,000 (67,500)	43,000 (43,600)	88,500 (91,600)
Mountain	18	52,200 (54,400)	46,000 (47,100)	*	*
Pacific	61	60,660 (66,400)	56,000 (56,000)	42,700 (44,200)	76,500 (85,000)
PROFESSIONAL SOCIETIES					
New England	7	$ 54,600 (54,600)	$ 52,000 (52,000)	*	*
Middle Atlantic	49	75,700 (77,700)	65,000 (65,000)	$ 43,900 (43,900)	$ 96,400 (98,000)
East North Central	71	62,600 (67,400)	57,800 (57,800)	40,000 (42,800)	75,000 (81,000)
West North Central	32	50,600 (52,500)	47,800 (48,300)	34,800 (35,700)	62,000 (67,800)
South Atlantic	100	71,600 (77,400)	64,600 (68,100)	42,100 (46,300)	88,300 (95,500)
East South Central	7	51,900 (55,200)	58,500 (59,100)	*	*
West South Central	21	57,900 (60,900)	44,000 (47,300)	32,000 (36,000)	75,400 (77,500)
Mountain	23	52,500 (53,500)	50,000 (55,000)	34,000 (36,000)	65,000 (65,000)
Pacific	42	50,700 (52,100)	46,500 (48,100)	36,000 (38,900)	60,400 (66,000)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

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TABLE 12

SUMMARY DATA— BASE SALARY & TOTAL CASH COMPENSATION

POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	256	$ 37,800 (39,800)	$ 35,000 (36,900)	$ 28,700 (30,000)	$ 44,200 (46,700)
$200,001- $300,000	209	44,400 (47,300)	42,000 (43,600)	34,000 (35,800)	50,000 (55,000)
$300,001- $500,000	329	52,000 (55,000)	48,000 (50,000)	39,800 (41,500)	60,000 (62,400)
$500,001- $750,000	226	58,100 (61,200)	56,000 (58,000)	46,500 (48,200)	66,000 (68,600)
$750,001- $1,000,000	159	65,400 (69,300)	60,000 (65,000)	50,400 (53,000)	78,000 (83,000)
$1,000,001- $2,500,000	411	75,500 (81,200)	70,000 (75,000)	58,000 (60,000)	90,000 (96,800)
$2,500,001- $5,000,000	177	94,800 (101,400)	86,000 (92,000)	70,000 (73,000)	110,000 (120,000)
$5,000,001- $10,000,000	95	108,200 (118,400)	100,000 (107,400)	80,000 (85,000)	123,400 (140,000)
Over $10,000,000	87	142,400 (149,400)	135,000 (143,000)	100,000 (108,200)	163,000 (178,500)
Geographic Location					
New England	31	59,800 (67,500)	52,000 (59,000)	45,000 (48,000)	74,300 (78,000)
Middle Atlantic	103	72,900 (76,600)	69,500 (69,500)	46,000 (46,000)	90,000 (99,000)
East North Central	173	66,700 (71,500)	59,600 (61,000)	41,800 (44,500)	81,300 (86,500)
West North Central	92	56,500 (60,400)	49,700 (53,500)	40,000 (40,300)	69,900 (71,400)
South Atlantic	252	82,800 (88,000)	69,900 (75,000)	47,400 (50,000)	100,000 (108,100)
East South Central	32	55,400 (59,800)	51,300 (57,100)	37,000 (44,000)	66,700 (74,600)
West South Central	65	63,200 (67,800)	58,000 (60,800)	40,900 (42,800)	81,300 (85,000)
Mountain	44	52,600 (54,500)	47,700 (50,900)	36,000 (37,400)	64,500 (64,500)
Pacific	110	57,500 (61,800)	50,300 (55,300)	39,500 (41,800)	72,500 (77,000)
Association Scope					
National	803	82,300 (87,400)	72,000 (76,000)	54,000 (56,300)	100,000 (105,000)
State/Regional	846	57,200 (60,800)	52,000 (55,000)	40,400 (42,600)	69,500 (73,000)
Local	320	51,300 (55,700)	45,000 (47,100)	35,000 (36,000)	60,000 (64,700)

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

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October 9, 1986

Memorandum to: Ellen M. Burns, President
Juanita K. Hunter, President-elect

from: Martha L. Orr, Executive Director/Martha

Subject: Annual Evaluation

In order to facilitate your review of my implementation of the responsibilities of the Executive Director, I would like to provide the following information. I have organized this material according to the categories described in the position description: Administration, Program and Department Operations, Constituent and External Relationships, Board of Directors.

ADMINISTRATION:

During the past year I have focused on several projects to strengthen the internal administration of the Association. A brief progress report on each follows:

a. Position Descriptions: I have, with the assistance and active involvement of the staff, completely rewritten the position descriptions of the professional staff. This was done in order to establish a basis for a performance evaluation system, which I hope to implement in the next year.

b. Word Processing: I have completed the integration of word processing into all programs and departments with the exception of Communications and Publications. We are in the midst of an evaluation of the most appropriate and cost-effective word processing/typesetting technology for that department.

c. Data processing: With the employment of a highly qualified programmer/systems analyst, we expect to be able to complete the conversion programs required to consolidate all data files into a master file by November. Programs to implement badly needed new computer applications for accounting, membership services, and convention management have been written and are being brought on line as the conversion permits. We expect to complete these projects by January. New applications for continuing education and records management are being developed.

d. Budget process: we have completed our first full year of a new budget process which places increased responsibility for the preparation of the budget and for monitoring expenditures on the programs and departments.

e. Records management: with the employment of a fulltime Records Management Coordinator we have made significant progress on this project. Stored records of three of our four programs have been appropriately reviewed, organized, and filed. We

expect to begin the process of routine transfer of non-current files in December, and hope to complete this aspect of the project by May, 1987. Administrative policies and procedures for access and use of the files have been written. We are working on an indexing system, the fourth program's stored records, and the identification of archival material.

f. Salary administration: a new system of salary administration, including a structured wage plan has been developed for the professional staff. It is my expectation to implement this plan over a two-three year period as the resources of the organization permit.

g. Administrative policies and procedures: we are nearing completion of a manual of administrative policies and procedures. These are made especially necessary in view of numerous requirements subsequent to the Labor Department's audit.

h. Personnel: I instituted a practice of both internal and external search for vacant staff positions. The position of Associate Director, Nursing Practice and Services has been filled, and the search for Director of Communication and Publications is nearing completion. A qualified accountant was recruited and employed to replace Lee Haskins, who retired. A performance evaluation system for the administrative staff has been developed and implemented.

i. Consultants/Externally contracted services: I completed an evaluation of the use of all external resource persons such as legal counsel, auditor, and actuary. Subsequent to the resignation of the Associations external auditor, I conducted a search and evaluation of appropriate firms from which one was chosen and employed.

PROGRAM AND DEPARTMENTAL OPERATIONS:

The activities of the Programs and Departments are regularly reported to you. For that reason, I will highlight only those areas which may have been new or which required a significant involvement on my part.

1. Communications/Publications/Public Relations
We have begun a major reassessment of the Association's regular publications. An assessment tool has been developed and plans are being made to solicit Board and membership involvement. We expect to complete the evaluation process and submit recommendations to the Board by next June.
We obtained a student intern from SUNY-Albany to work on various publication projects.

2. Organization Services
Staff and I have developed and implemented a membership marketing plan. We are in the process of constructing a new membership data bank which will have application for the

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recruitment and retention of members.

3. Economic and General Welfare: We have completed all planned administrative and programmatic changes needed to position the Association for successful defense of our status as a labor organization.

4. Legislation: I worked closely with the Entry into Practice coordinator and the program staff to implement the Association's major concentration on entry legislation last year.

5. Nursing Education: I have twice submitted a major grant proposal to fund education programs related to the occupational health and safety of nurses. We are awaiting notification on the status of our second application.

BOARD AFFAIRS:

1. I have completed the first phase of development of the Association's policies and procedures manual.

2. I staffed the following organizational units:
- -By-laws Committee
- -Finance Committee
- -Awards Committee
- -Committee on Prescriptive Privileges
- -Consumer Advisory Council
- -District Advisory Council

3. I completed the Board Orientation manual and implemented the planned orientation program.

CONSTITUENT AFFAIRS/EXTERNAL RELATIONS

1. I have implemented a new communication for the District leadership in order to facilitate their participation and involvement in the affairs of the Association.

2. I presented papers to the New York State Public Health Association and the American Nurses Association's membership marketing workshop.

3. I attended the ANA Constituent Forum and the Executive Directors' Workshop. I staffed the NYSNA delegation to the ANA House of Delegates and implemented a new system to improve the orientation/communications/and functions of our delegation.

4. I attended the International Association of Benefits Funds continuing education program for administrators.

GOALS FOR NEXT YEAR:

1. Carry out the evaluation of the Association's regular publications and propose improvements.

2. Complete the implementation of the Records Management program. Identify possible grant support for implementing the archives portion of the project.

3. Work on improved relationships with other state nurses associations with the objective of building stronger coalitions and cooperative relationships.

4. Complete an evaluation of the Association's role in the provision of continuing education programs for nurses and develop appropriate implementation recommendations.

5. Continue the investigation and development of non-dues income.

1 strength in working with staff
2 rate high hour positive from community
3 able to delegate - willing to accept responsibility
4 Current technology instituted with computers
5 good comments about publications - more professional
6 recruiting
7 Codification of board policies
8 Committee work - everything available
9 thrust into business world - publications improved quality
10 presidents of districts pleased
11 runs a good meeting
12 had to deal with a lot of changes
13 admits mistakes rel a deity
14 Continued growth in business, law, labor relations

1. in and out person
2 organization of meeting structure
3. Role of Volunteer
3 yr appt.

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October 10, 1987

Memo to: Ellen M. Burns, President
Juanita K Hunter, President-elect

Subject: Annual Performance Appraisal

In order to facilitate your review of my implementation of the responsibilities of the Executive Director, I would like to provide the following information. As in the past, I have organized this material according to the categories described in my position description: Administration, Program and Department Operations, Constituent and External Relationships, Board of Directors. I have included an assessment of the achievement of goals I expressed to you last year, and a new statement of goals for the coming year. I will, of course, be pleased to discuss any part of this performance appraisal with you.

ADMINISTRATION:

During the past year I have continued to focus on several projects to strengthen the internal administration of the Association. A brief progress report on each follows:

a. Position Descriptions: Revised and standardized position descriptions have now been completed for all professional staff. A similar undertaking for administrative staff positions has been started.

b. Performance Appraisal: With the assistance and active involvement of the staff, I have completed a performance appraisal instrument based on the revised position descriptions. Implementation of the appraisal process will be begun in December.

c. Salary Administration: I have designed and implemented a new system of salary administration, including a structured wage scale for the professional staff. I successfully negotiated a new two-year contract with the administrative staff represented by CWA.

d. Administrative and Personnel Policies and Procedures: I have completed an administrative policy manual which standardizes approximately 20 administrative and personnel policies.

e. Personnel: Two Program Director positions were vacated during the past year and filled by promotion of incumbent staff. An external search was conducted. Recruitment of approximately six professional staff and six administrative staff was accomplished (for budgeted and vacated positions). Recruitment

of two Associate Directors for the Nursing Practice/Services program has taken longer than is desirable.

f. Word Processing: The integration of word processing by computer has been fully integrated into all programs and departments. The acquisition of a desktop publishing system for the Department of Communications is budgeted for this year.

g. Data Processing: The long-awaited conversion of our multiple membership files has been completed and a new membership data base implemented. New applications of data processing have been designed and implemented, including our continuing education approval system, contract analysis (Economic and General Welfare), and convention registration.

h. Records Management: An archives management agreement was proposed by the Foundation of NYSNA and adopted by the Board. Work has begun to identify, catalogue, and preserve archival materials. The research functions of this department have been particularly helpful to the staff.

In addition to these ongoing administrative improvements, there was a major administrative project, the relocation of our New York City office. This move was accomplished with a minimum of organizational disruption and came in under budgeted costs.

PROGRAM AND DEPARTMENTAL OPERATIONS:

The activities of the Programs and Departments are regularly reported to you. For that reason, I will highlight only those areas which may have been new or which required a significant involvement on my part.

1. Communications/Publications/Public Relations
The appointment of a new Department Director last fall provided an excellent opportunity for reassessment of the quality of the Association's regular and incidental publications. While timely production remains a problem, steps are being taken to assure correction of this inadequacy. A new position of graphic artist was created and a highly qualified person employed to manage the design/layout/and production of our publications.

2. Nursing Education
We were successful in obtaining a major grant from the Department of Labor to support four workshops and the publication of two brochures and an audiovisual program on occupational safety and health for nurses. This was the Association's first significant grant for program support.
We organized and conducted the highly successful Arden House Conference on Recruitment and Retention in the Profession.

3. Nursing Practice
I submitted an application to be a subcontractor for a

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grant to support the education of nurses and other health care providers in the care of AIDS clients. The grant was awarded to Dr. Erline McGriff (NYU), and the Association will provide certain organizational support services.

4. Legislative Program
The Association was successful in orchestrating a particularly difficult hearing on the Nurse Practice Act, and in defeating legislation which would have potentially infringed on the practice of nurse specialists.

BOARD AFFAIRS:

1. I facilitated the completion of the Association's policies and procedures manual. As an offshoot of this process, I completed the manual of election policies and procedures.

2. I staffed the following organizational units:
-By-laws Committee: This Committee has undertaken the first substantive review of DNA by-laws and their conformity with NYSNA by-laws.
-Nominating Committee
-Awards Committee
-Finance Committee
-District Advisory Council

3. I have been responsible for the implementation of the Board's actions regarding ANA constituent membership, including the organization of 22 open forums.

CONSTITUENT AFFAIRS/EXTERNAL RELATIONS

1. As Administrator of the Welfare Plan for Nurses Employed by the Health and Hospitals Corporation, I have undertaken a variety of activities and projects. These include the development of a policy manual, development of a formal orientation program for plan trustees, quarterly trustee meetings, and a systematic assessment of the plan's financial status.

2. I have been elected to the Board of Directors of the New York State Public Health Association.

3. I have attended meetings of ESREC and the ANA Constituent Forum. I was appointed to serve on the Business Plan Task Force to review ANA/SNA financial relationships.

ASSESSMENT OF THE ACHIEVEMENT OF LAST YEAR'S GOALS

In the course of my performance appraisal last year I identified five goals:

1. Carry out the evaluation of the Association's regular publications and propose improvements. This goal has been accomplished with the assistance of Ann Schott. I believe significant improvements have been made in both the design and content of the Journal and Report.

2. Complete the implementation of the Records Management program. Identify possible grant support for implementing the archives portion of the project. As previously noted, the records management project has been fully implemented. A possible grant source was identified. In cooperation with the Foundation, grant application was made and a decision on funding is pending.

3. Work on improved relationships with other state nurses associations with the objective of building stronger coalitions and cooperative relationships. Although this goal has been somewhat muddled by the controversy surrounding the membership issue, I believe that I have made progress in this area. Negotiations have been underway for some time with one small SNA regarding the possibility of NYSNA providing some administrative support. Although temporarily on hold, the possibility of developing this and other cooperative relationships with SNAs remains a desirable objective.

4. Complete an evaluation of the Association's role in the provision of continuing education programs for nurses and develop appropriate implementation recommendations. Although a start has been made on this project, I cannot report any significant progress. I hope that this goal can be seriously advanced this year.

5. Continue the investigation and development of non-dues income. With the assistance of Bob Sacco, additional options for non-dues income have been developed and, I hope, will be implemented in the very near future. These include some group insurance programs and a credit card (affinity) program.

GOALS FOR THE COMING YEAR

In addition to continuing to work on the previously cited goals, I would like to direct my attention to the following areas:

1. Develop a new membership recruitment/retention program.

2. Develop and implement a more effective system to "track" progress on the Action Plan.

3. With Dr. Fielding, develop a plan and prioritize the research and data analysis functions of the Association.

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SALARIES PLAY CATCH UP

Salaries in professional societies are catching up with those in trade associations. State and local associations are paying more, too.

SALARIES OF ASSOCIATIONS' CHIEF EXECUTIVE officers increased an average of 10 percent between 1985 and 1987, according to the *Association Executive Compensation Survey*, recently published by ASAE. The Consumer Price Index, a common measure of inflation, was 5.4 percent during the two-year period.

The biennial survey, one of ASAE's most popular publications, is the only source of comparative data on salaries, benefits, and compensation practices in associations nationwide. It reports on all types of associations across all budget categories. It also compares similar organizations in different geographic areas.

The survey was mailed to one member—usually the chief executive officer—in each association represented in ASAE's membership. The demographics of the participants—association staff size, annual budgets, and geographic locations, for example—are almost identical to those of ASAE's total membership.

The 2,100 respondents provided information on 7,900 staff members in 26 carefully defined positions. Personnel are required to devote 75 percent of their time to duties appropriate for the jobs.

Association executives often use the survey to compare salaries with their peers. They provide the information in the survey to volunteer compensation committees and use it for staff salary guidelines.

Because survey methods for the five studies conducted between 1976 and 1987 were generally consistent, the data can be compared. Such analyses reveal many trends in association management, explains Chris Condeelis, manager of ASAE's Information Central. The most recent study documents two important new directions:

- The highest rates of increase were within professional societies. Their chief executive officers are earning an average of 15.1 percent more than in 1985, while the heads of trade associations averaged a 7.3 percent increase. In 1985, for example, total cash compensation for the average trade association CEO was $70,700, compared to $56,200 for the head of a professional society. In 1987 the difference narrows to an average of $75,900 and $64,700, respectively. "The professional societies are catching up as they compete for experienced association managers," explains Condeelis.

Salaries for professional societies' deputy chief executives and government affairs directors, as well as for conventions/meetings, membership, education, and human resource directors, also increased at rates faster than those in trade associations.

- CEOs of local associations had higher percentage increases than their national or state/regional counterparts. Total cash compensation for local CEOs increased by 15 percent, compared to a 12 percent rise among national chiefs and a 9 percent increase at the state/regional level. In addition, compensation for field staff directors has increased an average of 18 percent. "These compensation changes may signal an emphasis on activities at the local level in response to growing decentralization of government," says Condeelis. The *ASAE 1985–86 Operating Ratio Report* also reports growth within state, regional, and local groups.

TOP CITIES FOR TOP PAY

WHERE ARE ASSOCIATION EXECUTIVES paid the most? Here are the 12 U. S. cities with the highest average executive salaries.

Washington, D.C.: Total average cash compensation: $112,200
Chicago: Total average cash compensation: $98,200
New York City: Total average cash compensation: $93,500
Philadelphia: Total average cash compensation: $87,900
Atlanta: Total average cash compensation: $82,300
Houston: Total average cash compensation: $82,200
St. Louis: Total average cash compensation: $77,400
Cleveland: Total average cash compensation: $75,600
Austin, Texas: Total average cash compensation: $75,100
Los Angeles; San Francisco; and Tallahassee, Florida: Total average cash compensation: $74,800

CEOs of local associations earned larger salary increases than their counterparts.

Personnel practices change

Trends in personnel management are also identified. For example:

- National associations are using estab-

SUMMARY OF TOTAL CASH COMPENSATION 1983–1987

Position	1987 Respondents	1983 Average Total Compensation	1985 Average Total Compensation	1987 Average Total Compensation	'85 '87 % Change
Chief Paid Executive	1092	$55,600	$64,200	$70,800	+10%
Deputy Chief Paid Executive	1183	38,300	44,500	49,700	+12%
Director of Administration	619	29,800	35,100	37,300	+ 6%
Advertising Director	65	30,700	35,500	35,300	- 1%
Advertising Sales Manager	96	29,100	34,200	34,100	- 3%
Chief Staff Attorney	107	47,000	56,500	58,400	+ 3%
Chapter Relations Director	58	29,100	34,800	33,400	- 4%
Chief Economist	33	45,500	53,700	55,200	+ 3%
Communications/Publications Director[1]	512	NA	NA	37,000	NA
Consumer Affairs Director	40	30,500	31,000	39,000	+26%
Controller	452	30,400	36,300	39,500	+ 9%
Conventions & Meetings Director	367	28,800	31,600	35,800	+13%
Education Director	358	32,600	36,100	38,700	+ 7%
Field Staff Director[2]	74	34,400	35,300	41,600	+18%
Foundation Director[3]	43	NA	NA	46,200	NA
Government Relations Officer	329	38,500	45,900	48,400	+ 5%
Human Resources Director[4]	132	28,900	33,300	39,800	+20%
Information Director	83	29,700	33,400	36,000	+ 8%
Marketing Director	206	34,800	37,900	42,300	+12%
Member Services Director	215	30,200	35,600	36,200	+ 2%
Membership Director	265	27,300	32,600	34,900	+ 6%
Public Relations Director	325	27,200	31,300	38,500	+23%
Regional Office Manager	51	32,400	36,200	36,200	NC[6]
Research Director	137	35,700	44,500	48,900	+10%
Technical Director	130	40,400	44,800	48,200	+ 8%
Washington Office Head[5]	47	55,100	61,400	69,200	+13%

[1]Previously listed as separate titles.
[2]Previously listed as Field Service Director.
[3]Data on this position collected for the first time.
[4]Previously listed as Personnel Director.
[5]Previously listed as Washington Office Director.
[6]Designates no change from 1985–1987.

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Some association boards are using bonuses to reward highly productive individuals.

linked salary administration programs, with salary grades and ranges, more often than state or local groups. Across the board, however, a consistent majority (80 percent) of the associations surveyed base salary increases on merit.

- Use of cash bonus systems for chief executives increased from 16 percent to 22 percent between 1985 and 1987. Local organizations are leaders in offering cash bonuses: 27 percent provide them to CEOs.

Such incentives have become popular in the private sector, Condeelis says. Furthermore, since executive pay hikes in associations (as a percentage of salary) are 5 percent lower than during the previous biennium, some association boards are using bonuses to reward highly productive individuals.

- More than 90 percent of the associations reporting still pay the total cost of life, accidental death, and long-term disability insurance for their staffs.
- A third of all associations surveyed use formal employment contracts for CEOs. Of those, 39 percent are for a duration of three to four years, and 22 percent are for one year.
- The proportion of associations with various kinds of staff specialists remained the same between 1983 and 1987 (see table). In both studies an average of 30 percent of the associations surveyed employed directors of administration, and about 22 percent had controllers, for example. Yet those retaining marketing directors increased from 6 percent to 10 percent, suggesting an increase in associations' sales and promotional activities.
- The salaries of consumer affairs, human resource, and public relations directors rose more than 20 percent.

FOR MORE INFORMATION

THE *1987 Association Executive Compensation Survey* is available from ASAE Publications, 1575 Eye St., N.W., Washington, DC 20005, (202) 626-2748. ASAE member price is $50; nonmembers pay $100. Add $5 to your order for postage and handling.

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Executive Director

Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

November 4, 1988

CONFIDENTIAL

Martha L. Orr, MN, RN
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Martha:

The Board of Directors has reviewed the responsibilities of the Executive Director and has completed your Annual Performance Appraisal. Based upon this review, the Board has determined that your salary for the next year should be adjusted to reflect a 4.5% cost of living increase. This increase is to become effective on your anniversary date.

Sincerely,

Juanita K. Hunter/ker

Juanita K. Hunter, EdD, RN
President

JKH/ker